

National Aeronautics and
Space Administration

George C. Marshall Space Flight Center
Marshall Space Flight Center, AL 35812



to Attn of: QS40

January 23, 2002

TO: Distribution

FROM: QS40/Rondal C. Mize

SUBJECT: Minutes of the VPP Steering Council Meeting

The VPP Steering Council held its fourteenth meeting on Wednesday, January 23, 2002. The meeting, which began at 8:00 a.m., was held in Building 4202, conference room 326A. The roster of attendees for the meeting is attached as Enclosure 1. The agenda for the meeting is attached as Enclosure 2.

OPENING REMARKS (A. ROTH/DE01)

There were no opening comments.

VPP IMPLEMENTATION TEAM STATUS (K. CORNETT/FD24)

A status of the Post-Assessment activity to the STAR Consultants, Inc. audit was given to the Council. The STAR Consultants Final Report has been reviewed by the VPP Implementation Team. The Implementation Team identified actions from the "Recommendations for Improvement" section of the report. Recommended assignments to implement the recommendations was also identified. The major items recommended by the audit were the need for a new management SHE Committee as well as a charter. The need for other, specific committees was also identified.

After discussion by the Council, the VPP Implementation Team was asked to prepare a "draft" charter for a new management committee along with a timeline for organizing such a committee.

ACTION:

**Prepare a draft of a charter for a new management committee similar to the Central SHE committee. Include in the draft a timeline for organizing and establishing the committee.
(VPP-0017, K. Cornett/FD24, P. Robbins/CSC; Due: 02-13-02)**

A copy of the presentation is included as Enclosure 3.

STAR VPP ASSESSMENT RESPONSE (P. ROBBINS/CSC)

The VPP Implementation Team reviewed the final report from the STAR Consultants, Inc. audit at MSFC. All the specific recommendations for improvement, which were identified in the report, were compiled into a final “draft response”. Recommended assignments were made by the Implementation Team as to “How” and “Who” would be responsible for developing a response.

After discussion by the Council, it was agreed that the Council members should have an opportunity to review the Final Report and Assessment Response. To complete the activity prior to the next Area SHE Committee, the Council members were asked to have their comments to Phil Moore by COB Friday, January 25. The comments will be consolidated and ready for the Council members to discuss at a special meeting with the Implementation Team on Tuesday, January 29. The meeting is scheduled to be held in building 4202, conference room 326A, beginning at 1:00 p.m.

ACTION:

**Review the STAR Consultants, Inc. final report and the draft of the STAR VPP Assessment Response and provide comments (via e-mail) to Phil Robbins.
(VPP-0018, VPP Steering Council Members, Due: COB 01-25-02)**

A copy of the STAR VPP Assessment Response “Draft” is attached as Enclosure 4.

OTHER

It was suggested that the action given to the Council members relative to the review of the STAR Consultants, Inc. final report be discussed at the Senior Staff meeting. This would let the Direct Reports be aware of the VPP activity within their organization as well as provide them with an opportunity to ask any questions that they may have regarding the work.

Representatives of the VPP Implementation Team are planning a trip to Birmingham to meet with members of the VPP Regional Office to discuss the status of the MSFC VPP activity. The team hopes to identify any “hard” things that should have been in place for at least a year prior to submitting a VPP application.

OPEN ACTION LOG (COUNCIL)

The open actions assigned within the council were reviewed. The one action, VPP-0012, was discussed and the due date was moved to a date to be determined later. Two new actions, VPP-0017 and VPP-0018, were added to the open items list. A copy of the open actions log is included as Enclosure 5.

NEXT VPP COUNCIL MEETING

The next regular meeting of the VPP Steering Council will be announced. A special meeting of the Council has been scheduled for Tuesday, January 29. The meeting will be held in building 4202, conference room 326A and is scheduled to begin at 1:00 p.m.

Original signed by:

Rondal C. Mize
Secretary
VPP Implementation Team

Enclosures

Distribution:
Team Members
Meeting Attendees

cc:
DA01/A. G. Stephenson
DD01/James W. Kennedy
QS01/Amanda Goodson

VPP STEERING COUNCIL MEETING

WEDNESDAY, JANUARY 23, 2002

BLDG. 4202/326A, 8:00 - 9:00 A.M.

MEETING ATTENDANCE:

Center Operations Directorate

<input type="checkbox"/> Jim Carter	AD01	544-6630
<input checked="" type="checkbox"/> Cathy Miller	AD21	544-5187
<input checked="" type="checkbox"/> Linda Carpenter	AD40	544-8236

Customer & Employee Relations Directorate

<input type="checkbox"/> Susan Cloud	CD01	544-5377
<input type="checkbox"/> Pat Schultz	CD20	544-7559
<input checked="" type="checkbox"/> Judy Werner	CD01	544-1776

Director's Office

<input checked="" type="checkbox"/> Axel Roth	DE01	544-0451
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Engineering Directorate

<input checked="" type="checkbox"/> Nelson Parker	ED01	544-1001
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Flight Projects Directorate

<input checked="" type="checkbox"/> Keith Cornett	FD24	544-4321
<input type="checkbox"/> Murray Castleman	FD11	544-0168
<input checked="" type="checkbox"/> David Hood	FD03	544-0681
<input type="checkbox"/> Walter Schneider	FD31	544-0557
<input checked="" type="checkbox"/> Jackie Steadman	FD10	544-1940

Office of Chief Counsel

<input checked="" type="checkbox"/> Audrey D. Robinson	LS01	544-0026
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Space Shuttle Projects Office

<input type="checkbox"/> Jody Singer	MP01	544-0612
<input checked="" type="checkbox"/> Darlene Garner	MP71	544-0123

Equal Opportunity Office

<u> </u> Billie Swinford	OS01	544-0087
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Procurement Office

<u> </u> Byron Butler	PS01	544-0253
<u> X </u> Jerry Williams	PS10	544-0295
<u> X </u> Joseph D . Hobson	PS01	544-0375

Safety and Mission Assurance Office

<u> </u> Dennis Davis	QS10	544-8628
<u> X </u> Jim Ellis	QS01	544-0721
<u> </u> Kristie French	QS30	544-7474
<u> X </u> Judy Milburn	QS30	544-4802
<u> X </u> Ron Mize	QS01	544-2485
<u> X </u> David Spacek	QS20	544-2686

Office of Chief Financial Officer

<u> X </u> Frank Mayhall	RS01	544-7266
<u> </u> Sharal Huegele	RS30	544-7286

Science Directorate

<u> X </u> Tom Fleming	SD01	544-3962
<u> </u> Tom Dollman	SD40	544-6568

Space Transportation Directorate

<u> X </u> Alberto Duarte	TD01	544-2944
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Second Generation RLV Program Office

<u> </u> Charlie Chesser	UP01	544-0107
<u> X </u> Nikhat Shahzad	UP01	544-2496

Systems Management Office

<u> </u> Joe Hamaker	VS10	544-0602
<u> X </u> Mahmoud Naderi	VS20	544-0585
<u> </u> Mike Vanhook	VS20	544-0598

MESA

<u> </u> Wes Darbro	SD22	544-742
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AFGE

<u> </u> Alice Sams	PS50	544-0374
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Contractors

<u> </u> Dave Burks	Cortez III	544-1985
<u> X </u> Monte Gravunder	Cortez III	544-1986
<u> </u> Teresa Durette	HEI	544-4416
<u> X </u> Leslie Guerin	HEI	544-7108
<u> X </u> Donnie George	USA-ES&H	971-3102
<u> X </u> Rhonda Mann	USA-ES&H	971-3128
<u> X </u> Phil Robbins	CSC/MSAT	544-6098

**VPP STEERING COUNCIL MEETING
WEDNESDAY, JANUARY 23, 2002
BUILDING 4202, CONFERENCE ROOM 326A, 8:00 - 10:30 A.M.**

MEETING AGENDA

- 1) OPENING REMARKS (A. ROTH/DE01)**

- 2) VPP IMPLEMENTATION TEAM STATUS
(K. CORNETT/FD24/P. ROBBINS/CSC)**

- 3) OTHER (?)**

- 4) OPEN ACTION LOG (COUNCIL)**

- 5) NEXT MEETING:**

DATE: TBA

TIME: TBA

BUILDING: TBA; CONFERENCE ROOM: TBA

VPP Implementation Team Status

Post-Assessment Activity

- VPP Implementation Team has completed their review of the STAR Consultants final report
 - Identified further breakout of actions from “Recommendations for Improvement” where appropriate
 - Identified recommended assignments to implement the recommendations

Major Items

- A new employee and management SHE committee is now needed
 - Need a charter for this new committee
 - Need to eliminate the word “committee” from the current, monthly SHE meeting
- Other recommended committees as identified next chart
 - Need resources to get the work of these committees done

Other Recommended Sub-committees

- PEP
- JHA
- Training
- SHE IT
- Audit
- LOTO
- Ergonomics

Next Steps

- Need approval of action assignments
- Need to name the action or committee leads if unknown
- Need due dates to be determined by these action or committee leads
- Develop new VPP schedule

Star VPP Assessment Response

01/23/02

Draft

Element /Area	Element	Score	Actions	How	Who
1.0 Management Commitment		64.5			
	1.1 Safety & Health Plan	48	<ul style="list-style-type: none"> 1.1-01 Publish, communicate, and post safety policy throughout MSFC workplace in all Directorates and contractor areas. 1.1-02 Develop measurable action plans in support of MSFC goals for each Directorate and committee. Periodically document status, milestones and expectations. <ul style="list-style-type: none"> Set measurable goals Define Objectives (Action Plans) to reach Goals <ul style="list-style-type: none"> Tie Objectives to each VPP element, based on trend analysis and assessment. PEP (MSFC PEP addendum) Assign measurable objectives for each. <ul style="list-style-type: none"> Directive Contractor Committee Publish and measure monthly. Coordinate with Implementation. 1.1-03 Communicate Goals in particular, specific objectives to all workers (civil Service and Contractors) periodically 	<p>Utilize the existing SHE communications team</p> <p>Establish new Directorate teams</p> <p>Establish a new PEP Adhoc team</p>	<p>Central SHE</p> <p>Directorates</p> <p>New SHE Committee</p>
	1.2 Commitment to VPP	67	<ul style="list-style-type: none"> 1.2-01 Communicate the VPP Elements and solicit involvement in the VPP process throughout MSFC across all Directorates and contractors. <ul style="list-style-type: none"> Monthly SHE scorecard – matched to responsibilities and part of performance evaluation 	Tie to 1.1-01	

	1.3 Planning	40	<ul style="list-style-type: none"> 1.3-01 See Section 3.2 Hazard Analysis <ul style="list-style-type: none"> Make sure all MSFC operations have safety planned up front, before operation begins. 	Get together a team made up of people who actually are affected.	NEW JHA Team
	1.4 Written Programs	83	<ul style="list-style-type: none"> 1.4-01 Modify MPG 8715.1 to better document VPP elements, specifically: <ul style="list-style-type: none"> 2.7.5 SHE Committee 2.1.5 Employee Involvement 3.1.11 Safety Program reviews Change analysis and Hazard Assessment for Industrial Hygiene 		QS AD
	1.5 Management Leadership	73	<ul style="list-style-type: none"> 1.5-01 Develop a Directorate level sense of ownership for safety and health initiatives. Add safety metrics for the organizational structure (S&MA data report). <ul style="list-style-type: none"> <i>Develop specific action plans to support goals</i> <i>Assign in house champions (management and worker level)</i> <i>Enhance PEP action plans to be measurable, assigned, and implemented.</i> <i>Develop employee involvement strategies.</i> 1.5-02 Expand use of Safety Metrics, encompass more prospective measures at the Directorate level and below. Expand metrics currently being presented by S&MA at the SHE Committees. Require action plans for disappointing trends. <ul style="list-style-type: none"> Communicate objectives and closure rates Provide more SHE objectives in employees appraisals <ul style="list-style-type: none"> Track & measure individual performance More focus on safety metrics Develop a “line” accountability perspective 	Directorates manage by your data	Central SHE Directorates
	1.6 Contractor Selection & Oversight	81	<ul style="list-style-type: none"> 1.6-01 Document the unannounced safety audits. Publish the results by contractor as part of the SHE Committee 	Establish a safety audit function not necessarily QS	NEW Audit team

			<p><i>and request and track action plans where trends show problem areas.</i></p> <ul style="list-style-type: none"> • <i>1.6-02 Update procedures to ensure contractor injury and illness rates are accurate. Include the rates in the selection process.</i> <ul style="list-style-type: none"> ○ Collect all hours & injuries <ul style="list-style-type: none"> ▪ OSHA 200 logs (audit) ○ Review Contractors Hazards 	Directorates using COs and COTRs QS/AD	Directorates
	1.7 Program Evaluation	60	<ul style="list-style-type: none"> • <i>1.7-01 Develop a process to make the PEP a more effective tool. Require detailed measurable action plans and enforce that the PEP needs to provide a status report of previous years actions. In addition perform spot audits of these PEPs. Critique the employee Involvement Scores.</i> • <i>1.7-02 Summarize all PEP reports into a Narrative Report like this once a year. Eventually this will need to be submitted to OSHA annually in February 15.</i> <ul style="list-style-type: none"> ○ Develop measurable action plans from PEP <ul style="list-style-type: none"> ▪ Track at SHE ○ Evaluate accomplishments annually 	<p>See 1.1-02</p> <p>Same as 1.7-01</p>	New PEP Adhoc team
2. Employee Involvement		47			
	2.1 Encouragement	60	<ul style="list-style-type: none"> • <i>2.1-01 Change the Management culture to “require” worker-level input into ongoing discussions.</i> • <i>2.1-02 Make time available for employee involvement.</i> <ul style="list-style-type: none"> ○ Be creative in ways to involve employees 	<p>Same as 1.5-01</p> <p>Same as above</p>	Central SHE
	2.2 Involvement	46	<ul style="list-style-type: none"> • <i>2.2-01 Encourage employees to get involved in the SHE program. Provide at least three significant ways for workers to get involved in SHE program (i.e. taking ownership of VPP elements) Star suggest we focus on:</i> <ol style="list-style-type: none"> <i>1. Continue the MSAT Committee focus on awareness and communications.</i> <i>2. Job hazard Analysis and subsequent communication and training.</i> <i>3. Verification of corrective actions (mishaps, inspections, action plans, safety work orders, industrial hygiene issues ect.)</i> <i>4. Other involvement opportunities</i> 	Central SHE organize new SHE Committee and encourage through Directorates	Central SHE

			<p><i>can be considered.</i></p> <ul style="list-style-type: none"> At least 3 of these elements <ol style="list-style-type: none"> JHAs Tracking & verification of corrective actions Tracking & verification of training Tracking & verification of inspections Convert SSWP to team ownership/use 		
	2.3 Safety Committee	36	<ul style="list-style-type: none"> 2.3-01 Redefine the VPP (SHE) committee to have at least equal worker representation. Define the committee role and make each member a champion of a specific VPP element or action plan, subcommittee or activity. Have each Champion form a subcommittee or adhoc to facilitate the VPP process. Require each member to actively report on the progress of an action plan. <ul style="list-style-type: none"> Create new or redefine SHE <ul style="list-style-type: none"> Shrink to under 20 %0% workers Develop plans for each Develop objectives Analyze safety trends Implement global solutions Each member a champion Develop subcommittee report relationships 	Form New SHE Committee	Central SHE
3.0 Worksite Analysis		53			
	3.1 Pre-Use Analysis	38	<ul style="list-style-type: none"> 3.1-01 See 3.3 Hazard Analysis <ul style="list-style-type: none"> Insist on prevention Emphasize hazard analysis Implement formal documentation Establish review boards for high hazards 	Establish new JHA Team	New JHA Committee
	3.2 Hazard Baseline and ID	74	<ul style="list-style-type: none"> 3.2-01 Require LOTO audits to document the procedures and authorized personnel being audited. Develop some metrics to assure all procedures and authorized personnel are audited and that the audit findings are included as part of the re-training curriculum. <ul style="list-style-type: none"> LOTO audits of documentation & procedures 3.2-02 The Environmental Health (EH) program should develop a qualitative, 	Establish A new LOTO Committee	NEW SHE Committee

			<p><i>pro-active process, which identifies hazardous exposures and operations. Sampling plans should be developed as a result of this analysis. This information should be shared with the Medical Center to better identify medical surveillance needs (See 4.4 Occupational Health care).</i></p> <ul style="list-style-type: none"> ○ ○ Industrial Hygiene <ul style="list-style-type: none"> ▪ Qualitative Analysis ▪ exposures ▪ Risk definitions • ID and inventory hazardous 	Environmental Health office should lead this	AD
					Directorates
	3.3 Hazard Analysis	40	<ul style="list-style-type: none"> • <i>Continue to encourage the implementation of the JHA process.</i> <ul style="list-style-type: none"> ○ JHA's <ul style="list-style-type: none"> ▪ Develop active language ▪ Implement JHA results into formal task specific training ▪ Observe operation to procedures ▪ Count trend & reward procedure implementation (eventually) • <i>3.3-02 Require an Environmental Health set of Facility Risk Indicators (FRIs). Develop and incorporate as part of the Risk Assessment Process.</i> <ul style="list-style-type: none"> ○ QC risk assignments • <i>3.3-03 See Recommendation 4.1-01.</i> <ul style="list-style-type: none"> ▪ 		Central SHE New JHA committee
	3.4 Inspections	63	<ul style="list-style-type: none"> • <i>3.4-01 Provide hazard recognition training for personnel responsible for conducting inspections.</i> • <i>3.4-02 Develop area-specific inspection forms to reflect hazards associated with each Directorate and contractor activity.</i> <ul style="list-style-type: none"> ○ Improve checklist appropriate to area/operation being inspected • <i>3.4-03 With each Directorate, monitor</i> 	<p>QS help CaRE develop</p> <p>Directorates should work with AD & QS</p>	CD Directorates

			<p><i>the progress on corrective actions. Provide those individuals with technical resources needed to address corrective actions. Take action on overdue items.</i></p> <ul style="list-style-type: none"> ○ 	Form Directorate employee teams to do this	Directorates
	3.5 Employee Concerns	62	<ul style="list-style-type: none"> • 3.5-01 Develop a worker team of S&MA, CO (EH), Directorate and contractor personnel to improve the SCRS system. Address the needs of the contractors to better select and sort on their issues, so they can be better tracked, closed and verified. <ul style="list-style-type: none"> ○ Record and track suggestions 	Team being formed now.	QS
	3.6 Accident Investigations	63	<ul style="list-style-type: none"> • 3.6-01 Develop a consistent root cause set of definitions, geared at going past unsafe acts and conditions (indirect causes) and identify the system failure that allowed the unsafe act or condition to exist (Direct cause). <ul style="list-style-type: none"> ○ Investigate to root cause ○ Use a safety scientific casual factor analysis (Look at system failure first before addressing unsafe personnel acts) • 3.6-02 Train investigators in root cause identification. <ul style="list-style-type: none"> ○ S&MA quality control the process. • 3.6-03 Encourage more close-call reporting by measuring <ul style="list-style-type: none"> ○ Publishing the frequency of incidents by Directorate. 	<p>Re-look at how cause analysis is done</p> <p>Assign this task to new directorate teams</p>	<p>QS</p> <p>Directorates</p> <p>Directorates</p> <p>QS</p>
	3.7 Trend Analysis	31	<ul style="list-style-type: none"> • 3.7-01 Consideration should be given to trending injury and near miss (Close call) data for employee length of service, repeat injuries, injuries by occupation, etc. Safety and Housekeeping inspection findings, safety related maintenance issues, employee concerns, and other issues similarly could be trended. <ul style="list-style-type: none"> ○ Record and take actions on trends <ul style="list-style-type: none"> ▪ Inspection findings ▪ Hazard reports ▪ Maintenance & PM ▪ Incident investigation casual factors 		QS

			<ul style="list-style-type: none"> 3.7-02 Develop corrective action plans for apparent trends (e.g. the predominance of hand-related injuries and cuts and lacerations). Track and verify closure of these action plans. 	Tied to 3.7-01	Central SHE
4.0 Hazard Prevention Elements		80.4			
	4.1 Hazard Controls	51	<ul style="list-style-type: none"> 4.1-01 Better define and train personnel to incorporate JHA identified controls into existing work procedures. 4.1-02 Update PPE hazard assessments in each Directorate and for each contractor. 4.1-03 Enhance ergonomic assessments and improvement for the non-office activities. <ul style="list-style-type: none"> Safety in design and installation Formally Define procedures with clear active language Add industrial hygiene PPE for non-routine operations Add safety signoff 	Assign to new JHA Committee	New JHA committ ee Director ates New ergonom ic Adhoc committ ee
	4.2 Tracking	79	<ul style="list-style-type: none"> 4.2-01 See Recommendation 3.5-01. 		
	4.3 Maintenance	89	<ul style="list-style-type: none"> 4.3-01 Provide periodic report to SHE Committee on the status and closure rates of Safety Maintenance Work Orders. <ul style="list-style-type: none"> Analyze Safety work orders 	QS work with new SHE Committee	New SHE Committ ee
	4.4 Medical Program	83	<ul style="list-style-type: none"> 4.4-01 Determine why medical monitoring database printouts are not capturing all applicable employees. Develop a check and balance process with respective Directorate and contractor human resources personnel so records are accurate and the right people receive surveillance. 4.4-02 Ensure all reported recordable injuries are captured on the OSHA 300 log. 4.4-03 Add “Use of Chemicals” as a clarification for laboratory personnel. Ensure all laboratory personnel are included in medical surveillance. 	Medical center needs to work with Environmental Health on this	AD QS / Contractor s AD/ Directorat es AD

			<ul style="list-style-type: none"> • 4.4-04 Work with AD (environmental health) to develop a matrix, matching potential job exposures to known exposures. Integrate EH into the Questionnaire Process so that appropriate medical surveillance is performed. <ul style="list-style-type: none"> ○ Verify medical surveillance by job description ○ Work with CaER to ensure participation ○ Add chemical exposure certification ○ Document feedback to organizations 		
	4.5 Emergency Preperation	100	<ul style="list-style-type: none"> • NONE 		
5.0 Training		59.75	<ul style="list-style-type: none"> • 		
	5.1 Worker/ Contractor/ Committees	77	<ul style="list-style-type: none"> • 5.1-01 Review hazard communication training and ensure that material specific training with historical industrial hygiene data is included. • 5.1-02 Audit contractor certification records against CERTRAK data and update system to accurately reflect trained personnel. • 5.1-03 Develop training curriculum for committee members on their assigned roles. Implement the training. <ul style="list-style-type: none"> ○ <u>Committees</u> Technical responsibility and VPP requirements training ○ More focus on data analysis • <u>Workers/contractors</u> Train employees to task-specific hazards(JHA) & controls • Verify contractor training / retraining 	See 1.6-02	AD Directorates CD Directorates
	5.2 Supervisors	57	<ul style="list-style-type: none"> • 5.2-01 Create a formal set of courses and curriculum reflective of supervisors SHE responsibilities. Ensure attendance. <ul style="list-style-type: none"> ○ Training on: <ul style="list-style-type: none"> ▪ Roles and responsibilities ▪ Incident investigation ▪ JHA process ▪ Overall SHE responsibilities 		New SHE Training committee
	5.3 Managers	42	<ul style="list-style-type: none"> • 5.3-01 Develop and deliver a curriculum to management consisting of: <ul style="list-style-type: none"> ○ VPP elements 	CD develop with the help of other groups and	New SHE Training committee

			<ul style="list-style-type: none"> ○ <i>Safety and Health Metrics</i> ○ <i>Goals and objectives setting process.</i> <ul style="list-style-type: none"> ▪ Learn VPP elements and leading safety metrics 	organizations involved	
	5.4 Training Process	63	<ul style="list-style-type: none"> • <i>5.4-01 Solicit employee feedback on training to determine relevance and appropriateness and utilize this information to improve the training materials. Demonstrate that improvements are made.</i> • <i>5.4-02 Utilize missed questions on exams to improve training material.</i> • <i>5.4-03 Develop and improve Directorate-specific courses that address hazards associated with their area (Chemical Hygiene and Laser Safety in SD etc).</i> <ul style="list-style-type: none"> ○ Update changes based on feedback 	All training courses	New SHE Training committee

LAST UPDATE: 01-23-02

**VPP STEERING COUNCIL
OPEN ACTIONS LOG**

- | | | |
|----------------------|-----|--|
| VPP-0012
07-12-01 | (O) | Review the different, possible scenarios for performing a mentor assessment at MSFC and make a recommendation as to the time and cost required to do the mentor assessment.
(J. Carter/AD01, J. Ellis/QS01, Due: TBD) |
| VPP-0017
01-23-02 | (O) | Prepare a draft of a charter for a new management committee similar to the Central SHE committee. Include in the draft a timeline for organizing and establishing the committee.
(K. Cornett/FD24, P. Robbins/CSC; Due: 02-13-02) |
| VPP-0018
01-23-02 | (O) | Review the STAR Consultants, Inc. final report and the draft of the STAR VPP Assessment Response and provide comments (via e-mail) to Phil Robbins.
(VPP Steering Council Members, Due: COB 01-25-02) |